

# **FINAL DRAFT**



Swaziland Government



**United Nations  
Swaziland**

## SWAZILAND DISASTER RISK REDUCTION NATIONAL ACTION PLAN

2008 to 2015

November 2008

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## PREAMBLE

In 2005, the Government of Swaziland together with the United Nations Development Programme (UNDP) conducted a National Disaster Risk Reduction (DRR) Capacity Needs Assessment which identified major resource constraints and capacity gaps in institutional and legal systems, risk identification, information and knowledge management, emergency response and preparedness, and risk management applications.

Following the capacity needs assessment, a 2005 - 2007 National Action Plan (NAP) for capacity building in disaster risk reduction was developed by the Government of Swaziland with UNDP financial and technical support. Due to resource constraints, a few activities in the two-year NAP were successfully implemented. Consequently, in May 2008, a review of the NAP was undertaken by all DRR stakeholders in Swaziland at the Orion Hotel in Pigg's Peak. A revised disaster risk reduction NAP covering the period 2008 to 2015 was agreed upon. The priority activities were informed by the results of the NAP 2005-2007 review, the Poverty Reduction Strategy and Action Programme, the Africa Regional Strategy for DRR and the Hyogo Framework for Action (HFA).

As given in the following sections of this document, the NAP 2008-2015 identifies priority activities to address corresponding capacity (mission & strategy; culture/structure and competencies; Processes – external and internal organisational systems; human resources; financial resources; information resources and infrastructure) gaps identified. Considering the immense significance of this intervention, the effective implementation of the NAP has become a national priority as reducing risk and increasing community resilience to disasters will help achieve Swaziland's Vision 2022 by contributing to the Poverty Reduction Strategy and Action Programme<sup>1</sup> and the Millennium Development Goals for Swaziland.

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<sup>1</sup> **Vision:** By the year 2022 the Kingdom of Swaziland will be in the top 10% of the medium human development group of countries founded on sustainable economic development, social justice and political stability'. **Mission:** To provide a climate and infrastructure that will progressively maximize the quality and security of the life of the people of Swaziland and make the best use of the country's natural and human resources

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## ACRONYMS AND ABBREVIATIONS

|          |   |
|----------|---|
| BCPR     | Bureau for Crisis Prevention and Recovery                           |
| CBO      | Community Based Organization  |
| CNA      | Capacity Needs Assessment   |
| CRED     | Centre for Research on the Epidemiology of Disasters                |
| DFID     | Department for International Development – United Kingdom           |
| DM       | Disaster Management   |
| DMS      | Disaster Management System  |
| NDTF     | National Disaster Task Force  |
| DRR      | Disaster Risk Reduction   |
| EWS      | Early Warning System  |
| FAO      | Food and Agriculture Organization                                   |
| GDP      | Gross Domestic Product  |
| HFA      | Hyogo Framework for Action  |
| HIV/AIDS | Human - Immunodeficiency Virus / Acquired Immunodeficiency Syndrome |
| INGOs    | International Non-Governmental Organizations                        |
| ISDR     | International Strategy for Disaster Reduction                       |
| M & E    | Monitoring and Evaluation   |
| NAP      | National Action Plan  |
| NDMA     | National Disaster Management Agency                                 |
| NERCHA   | National Emergency Response Council on HIV/AIDS                     |
| NGOs     | Non-Governmental Organizations                                      |
| OCHA     | Office for the Coordination of Humanitarian Assistance              |
| OFDA     | Office for Disaster Assistance                                      |
| OMA      | Organisations, Ministries and Agencies                              |
| SADC     | Southern Africa Development Community                               |
| SNL      | Swazi National Land   |
| UN       | United Nations  |
| UNDAF    | United Nations Development Assistance Framework                     |
| UNDP     | United Nations Development Programme                                |

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## **1.0 INTRODUCTION**

The National Action Plan (NAP) for disaster risk reduction for Swaziland is set against a background of phenomenal increase in disasters internationally and regionally as well as their impacts on economic and human development over the last two decades. Cultivating a culture of disaster risk reduction, the National Action Plan is geared towards reducing disaster risks and impacts so as to achieve Vision 2022, the Millennium Development Goals and other national development goals beyond 2022. The NAP is also informed by the Swaziland Disaster Management Act which was developed and promulgated in 2006.

The NAP for Swaziland is therefore intended to help the disaster reduction regime to assume and play a coordinating and implementation role before, during and after disaster outbreaks. This role shall involve encouraging government departments, non-governmental organisations, local communities and other stakeholders to be active partners in initiating and carrying out activities focused on reducing the impacts of disasters. This will also include routinely incorporating hazards and risk awareness as they promote various developmental activities. The NAP will build on existing disaster risk reduction programmes in Swaziland and aims to mainstream them into development efforts so that they can better contribute to poverty reduction and sustainable development. The NAP is an implementation tool for the DM Act of Swaziland.

## **2.0 SWAZILAND HAZARD PROFILE AND CHALLENGES**

### **2.1 Disaster occurrences and effects**

Swaziland has always been affected by hazards such as climate change induced droughts, floods, wild fires, windstorm, hailstorm, epidemics etc. These have resulted in destruction of property, environmental losses and death. Since the 1980's, levels of disaster risk have been spiralling due to cyclic and more frequent occurrence of disaster events indicating a trend for the future. With increasing manifestation of global warming, it is clear that hydro-meteorological hazards will continue to have adverse effects to developing countries including Swaziland. Climate change experts have predicted that Southern Africa is becoming drier and drier with obvious implications to agricultural production and food security. The 2006/2007 drought, which resulted in over half a million people resorting to food aid, is testimony of the impact of climate change. In the last quarter of 2008, it is expected that about 287,000 people amongst the rural population will face a shortage of 30,259 MT or an expenditure deficit of SZL 85, 666,624 and there will be need to provide food aid and/ or cash intervention to prevent a humanitarian crisis (VAC, 2008). This number might increase due to a number of factors including the effects of the HIV and AIDS pandemic and the escalating commodity prices (Ibid).

Data from the OFDA/CRED International Disaster Database showed that 1983-1984 was the worst disaster period during past two decades: the highest mortality from a single event occurred during the 1983 drought in which 500 people died while the highest number of people (632,500) were affected in the windstorm that followed in 1984 (EM-DAT 2005). The summary of disaster episodes and effects is presented in the Table below.

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Table 1: Natural disasters in Swaziland, 1983-2008 (Excluding HIV/AIDS)<sup>2</sup>

| Hazard/Disaster   | Date          | N0. Affected |
|---|---------------|--------------|
| Drought   | 1983          | -            |
|   | 1990          | 35 000       |
|   | 1992          | 250 000      |
|   | 1994          | 45 000       |
|   | 1995          | 45 000       |
|   | 2001          | 347 000      |
|   | July 2007     | 410 000      |
|   | July 2008*    | 287 000      |
| Epidemic<br>*Foot & mouth, cholera                                      | Jan 1992      | 2228         |
|   | Jan 1996      | -            |
|   | 12 Dec 2000   | 1449         |
| Invasive Alien Plant Species<br><i>Chromoleana odorata</i> (Sandanezwe) | October 2005  | -            |
|   | February 2008 | 2500         |
| Floods  | Jan 2000      | 272 000      |
| Wildfires   | 27 Jul 2007   | 1500         |
|   | 8 Oct 2008    | 1230*        |
| Strong winds/ Windstorms  | 28 Jan 1984   | 632 500      |
|   | 23 Jan 2005   | 1 150        |
|   | 1 Aug 2006    | 6 535        |

Source: EM-DAT (2005; 2007) [www.em-dat.net](http://www.em-dat.net); Swaziland Vulnerability Reports, 2006 & 2007

\* NDMA and Bhaphalali Red Cross, 2008. Bush fire disaster report

The coverage of the CRED database is incomplete, but it shows an increasing trend in the number of people affected by drought, despite the apparent reduction in the early 1990s, as seen from Table 1.

Losses from disasters in Africa are difficult to quantify but the order of magnitude of economic losses is large. For example, the 1991/92 droughts reduced the GDP of Southern Africa by an estimated \$3 billion and devastated the agricultural sectors of national economies. In 2000 floods in Mozambique lowered GDP by 12%. In 1992 drought reduced Zambia and Zimbabwe's GDPs by about 9%. Comparable data are unavailable for Swaziland, but the CRED Database noted that the 1984 cyclone resulted in damage of \$54.15 million in the country (EM-DAT 2005).

## 2.2 Major hazards

Disasters are the result of the interface between hazards faced by a community or society and the resilience potential, capacity and competency of the affected community. Correspondingly, in Swaziland, the major hazards, traditionally, are drought, environmental degradation, windstorms, flood, and hailstorm. Episodes of disaster induced by these factors include the 1981/82, 1991/92 and 1994/96 droughts, the 1982 cholera outbreak, the 1984 cyclone ("Domoina"), foot and mouth disease epidemic and flood in 2000. The worst storm in 20 years hit the country in January 2005 affecting about 100,000 people, causing widespread damage and killing about 30 people. Lightning from rainstorms is also common, often resulting in human deaths. Earth tremors have also occurred, particularly in 1999 and 2000.

The most commonly occurring hazard is drought which also accounts for the highest number of people killed in disasters in Swaziland: during 1980-2000, about 90 % of disaster mortality was due to drought, compared to 10% from flood. Noting data deficiencies, some statistics on disasters in Swaziland are presented in Table 1.

<sup>2</sup> Source Swaziland NAP 2005-2007. See further details of hazard profiles from the same document.

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Table 2: Major Hazards in Swaziland

| Hazard                                 |
|--|
| Drought                                |
| Environmental degradation              |
| Windstorms                             |
| Hailstorm                              |
| Flood                                  |
| Wild fires                             |
| Epidemic                               |
| Invasive alien species e.g. Sandanezwe |

Drought conditions result in several environmental impacts, including vegetation loss (due to several factors such as deforestation, loss of forest quality and vegetation migration), reduced water availability and degradation of aquatic systems, extinction of local fauna, ecosystem changes, and, soil degradation that can ultimately lead to desertification. It also impacts environmental disease incidence, including malaria. Furthermore, droughts increase the likelihood of food shortages leading to malnutrition and hunger.

The worsening land degradation and recurrent droughts have made authorities and the people regard food insecurity, including famine, as the major cause of disaster in Swaziland. However, during 1999 and 2002, His Majesty King Mswati III declared the HIV/AIDS epidemic a national disaster, reflecting the growing importance of the HIV crises as the most significant cause of food insecurity which is adversely impacting poverty status and sustainable environmental resource management. There are some disasters which have been reported in Swaziland in the past which includes Red Locust infestation. The same pest is still a threat to the country and as a result, the country was, until the recent past, a full member of the Red Locust organization, whose Head Office is in Zambia. In early 2008 warnings from this organization were issued to all member states nearing Mozambique about the resurfacing of the insects. Another threat is the *Sitophilus* species (the Larger Grain Borer) or the LGB, whose presence has been confirmed in the Kruger National Park, the nearest place to Swaziland. While its common place is in East African countries, the same has a potential of invading Swaziland and its effect is far worse than drought alone. Its combination with drought and HIV/AIDS would cause a worst case scenario. One other disaster that has been declared in Swaziland in October 2005 is the Invasive Alien Plant Species (IAPS) mainly but not exclusively, *Chromoleana odorata* locally called *Sandanezwe*. Along with this are *Lantana* species or *emehlo akati*, others are *gwayana*, *indodengaziwa* etc. Other health hazards include malaria, cholera, Avian Influenza (AI), MDR and XDR TB.

## 2.3 Key factors of vulnerability

Vulnerability is the sum total of all the factors that determine people's outlooks and condition of their living environments. These factors comprise the human, natural, socio-political, physical, financial and psychological endowments that determine the goals and strategies that people adopt to secure and protect their livelihoods. The major sources of vulnerability to disaster risk in Swaziland are: (a) poverty and food insecurity, (b) HIV/AIDS (c) weakened governance (d) development-generated factors, (e) fragile environment (UN Country Team 2004, Kingdom of Swaziland 2004 B).

The vulnerability of the Kingdom of Swaziland to disaster risks reflects its development status. Swaziland, a small (17,364 km<sup>2</sup>) low-medium middle income country with a population of 1.1 million and a per capita income (\$1,245) that is more than twice the Africa average, is experiencing a reduction in economic fortunes after a period of rapid economic growth and social development. Growth of the economy of Swaziland has progressively declined from the high levels of about 9 percent average annual growth during 1986-1990 through 4% in 1997 to 2.7% in 2003 (Kingdom of Swaziland 2004). The GDP has declined by an annual average rate of 0.3 percent between 1997/98 and 2003/04. The current GDP growth rate declined by 0.4% between 2003 and 2006 and is lower than the population growth rate of 2.9% implying a serial decline in per capita income and worsening poverty (UNDP, 2008). Corresponding to the economic downturn, unemployment has risen to 31% in 2004 from 24% in 1995 (UN Country Team 2004). This fall in employment adversely impacts the status and depth of poverty. An estimated 69% of the population live below the poverty line

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(Kingdom of Swaziland 2004), with 37% extremely poor, while 10% of the population control 40% of the wealth (UN Country Team 2004). Poverty is largely a rural phenomenon (over 70% of the poor live in rural areas) but urban poverty is worsening.

## Major sources of vulnerability to disaster risk in Swaziland

- Poverty and food insecurity
- HIV and AIDS
- Weakened governance capacity for service delivery
- Development-generated factors
- Fragile environment

**Source:** UNCT, 2004: MEPD. 2006. PRASP, Vol. 1, 2004

Swaziland is subject to environmental degradation and its causes and effects, such as deforestation, water resource degradation, declining soil fertility, biodiversity loss, and, invasive alien species, leading to increased vulnerability to hazards. Only about 11 % of the land area is arable (Kingdom of Swaziland 2003). Population increase has contributed to increasing pressures on land leading to land fragmentation and overgrazing of communal land which further reinforces these adverse environmental effects. This has reduced the carrying capacity of land resources, exacts a severe toll on productivity, particularly in the small-scale agriculture sector, and, poses a significant threat to the long-term development of the country.

Low-productivity subsistence farming on Swaziland National Land (SNL), prior emphasis of government agricultural policy on self-sufficiency for industrial products instead of food security, adverse agro-climatic conditions, mainly protracted drought, land tenure, and gender inequalities contribute to food insecurity. Declining real wages, high cost of living, and, weak agricultural sector input and product markets also contribute to food insecurity, which arises mainly due to perennial shortages in domestic food production.

However, given the HIV/AIDS epidemic, health factors have assumed greater importance in shaping food security status because households and agricultural systems are vulnerable to the socio-economic effects of the epidemic. Swaziland has the highest HIV/AIDS prevalence rates in the world at 38.6% in 2004, with up to 230,000 people are living with HIV/AIDS (UN Country Team 2004)<sup>3</sup>. The epidemic is reversing development gains: life expectancy dropped sharply from 60 years in 1997 to 33.7 years in 2007, the main economic sectors of agriculture and manufacturing are losing skilled labour, while the dependency ratio is increasing as the number of AIDS orphans is projected to double to 120,000 (15% of the total population) by 2010 (NERCHA 2004)<sup>4</sup>. The resultant diversion of farm labour and household income to care for sick household members has resulted in reduction of crop acreage and yields under subsistence farming (Ministry of Agriculture and Cooperatives et. al 2002). All these outcomes exacerbate poverty, reduce public expenditure on social services, lower education status and increase livelihood risks.

### 3.0 GOVERNMENT STRATEGY: 1990-2008

National efforts by the Government of Swaziland in collaboration with various national partners in the UN and civil society sectors have embraced the need for a paradigm shift from a mere focus on emergency response/relief by the National Disaster Management Agency, to identification of root causes of risks, and hence the disaster risk reduction approach. Thus promoting the mainstreaming of disaster risk reduction in national development policies and plans is very essential. The anticipation of disaster threats and the implementation of actions to prevent and/ or reduce the risk of impact before events occur are very critical to promoting sustainable human development in Swaziland.

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<sup>3</sup> About 26% of the adult population aged 15-49 years, 40% pregnant women attending antenatal care clinics and close to 50% in some sub-groups of the adult population are living HIV and Aids (UNDP, 2008 Swaziland Human Development Report)

<sup>4</sup> Swaziland has a high OVCs prevalence of 31% in 2006/2007 (UNDP, 2008 Swaziland Human Development Report)

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## **Rethink disaster response**

Swaziland's response to disaster in the past has been largely ad hoc and reactive to immediate problems posed by a disaster event that has occurred and the subsequent rehabilitation and recovery requirements. But in order for a country to effectively manage disasters it must be able to anticipate them and put in place mechanisms for early warning and for mitigating their effects as well as for recovery.

Within the framework of anticipation especially in this country, it is necessary to rethink the traditional concept of disasters so as to include HIV/AIDS well as other emerging disasters such as Avian Influenza, Rift Valley Fever and Red Locusts, which also pose as critical threats.

Along with redefining disaster, there is also a great need to look at the root causes of risks. The changing disaster profile gives the impetus for the development and implementation of contingency plans within the context of the disaster risk reduction approach/strategy.

## **Legal framework for disaster risk management**

The National Disaster Management Act was promulgated in 2006. A draft national policy on disaster risk reduction was developed in 1999. A process has been initiated to review the policy. It is critical to ensure that the policy articulates and provide a well-coordinated response framework to disasters in Swaziland aligned to climate change including current and emerging development challenges. In addition, it is essential that the NAP strengthen capacity building on disaster risk reduction.

### **a) Emergency response focus**

In view of the common disaster threats experienced in Swaziland, the Government has been making greater efforts to create a permanent body / mechanisms to deal with these challenges. Political commitment and the allocation of resources to address disaster risk conditions have been concentrated overwhelmingly on short-term emergency response and contingency plans. Hence in Swaziland, a National Disaster Task Force was established in 1992. However, it remained manned with a small task team whose mandate was mainly food distribution during emergencies.

Due to continued economic losses caused by increased hazard phenomenon in Swaziland, in 2005, the Government of Swaziland together with the United Nations Development Programme (UNDP) conducted a National Disaster Risk Reduction Capacity Needs Assessments which identified major resource constraints and capacity gaps in policy and legal systems, risk identification, information and knowledge management, emergency response and preparedness, and risk management applications.

The Capacity Needs Assessment (CNA) was both part of the Government of Swaziland national process on strengthening national (Swaziland specific) capacities in disaster risk reduction, and UNDP/BCPR Disaster Reduction and Recovery Initiative for Southern Africa process aimed at supporting the development of institutionalized systems, including structures, for managing disaster risks in the sub-region.

The purpose of the CNA was to identify and map out capacity development interventions for effective and efficient Disaster Risk Reduction (DRR) implementation in Swaziland. Specifically the assessment sought to:

- i) Review the national disaster management system, including the effectiveness of the Disaster Management Unit (in this case the National Disaster Task Force (NDF) and partner institutions in disaster risk reduction at local and national level.
- ii) Undertake an inventory and review national capacity development initiatives in disaster risk reduction in Swaziland
- iii) Develop a National Action Plan (NAP) for capacity development interventions to enhance disaster risk reduction.

The assessment was guided by a methodology developed by SADC countries and UNDP/BCPR in 2004. The methodology constitutes a conceptual framework and an operational guideline of information/data collection and analysis. *Annex 1 gives details of the framework and operational guideline.*

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## **b) The Capacity Needs Assessment Process**

**Capacity Needs Assessment activities:** The process involved:

- Participation of the NDTF, UNDP Swaziland Office and National Planning Commission officials, in sub-regional preparatory workshops organized by UNDP/BCPR in 2004 in Johannesburg, South Africa. The workshop sought to agree on a CNA framework and methodology for capacity development in DRR.
- National sensitization on the capacity needs assessment through the NDTF and all stakeholder meetings in Swaziland
- Establishment of Policy Review Working Groups with members coming from different ministries, other government departments, non-governmental organizations (NGO) and private sector representatives.
- Information /data collection and assessment of capacity using indicators in the Draft Methodology as benchmarks for determining capacity gaps
- Briefing and de-briefing of NDTF and UNDP officials by the DRR consultant
- Production of draft assessment report highlighting current status of DRR in Swaziland, future plans and capacity needs vis-à-vis institutional and legal systems development, risk assessment/identification, risk management application, information and knowledge management, and emergency response and preparedness.
- Development of NAP for Capacity Development in DRR through a series of meetings and workshops. Two national workshops were held in 2005 to develop the NAP 2005-2007, which has been revised now (May 2008).

**Information /Data collection:** Information collection on the effectiveness of the current disaster management system and capacity requirements for DRR in Swaziland was undertaken from November 2005 to January 2008.

DRR stakeholder groups contacted for information included: civil/public services, legislature, local authorities, training institutions/university of Swaziland, insurance companies, religious bodies, NGOs, donors, UN agencies and other development partners. All in all, the interviews and interactions covered over 60 officials, organizations and groups in Mbabane, Manzini and other rural areas.

The assessment included interviews with UN agencies and donors, to the extent possible, explore links with country programme, and discuss possible support for project outcome by placing the assessment and subsequent interventions within UN inter-agency Development Assistance Framework for Swaziland.

It was necessary to brief and debrief stakeholders on the information /data collection process and outcomes. The occasions helped demonstrate ownership of and commitment to the process, identify gaps in the information collection process and data quality. These meetings also contributed to further enhancing common understanding of DRR and capacity issues, and set timeframes for follow-up action.

## **c) Capacity Gaps/needs identified**

The capacity needs assessments prioritized DRR activities under the following themes: institutional and legal systems; risk assessment/identification; information and knowledge management; risk management applications; and, emergency response and preparedness. Priority activities were overlaid against major dimensions of capacity (*Mission and strategy; Culture/Structure and Competencies; Processes; Human resources (skills and personnel); Financial resources; Information resources; and, Infrastructure*) to identify capacity needs/gaps for effective implementation of DRR in Swaziland.

Consequently, capacity requirements were categorized into organizational structure, skills and personnel strength/competencies, infrastructure (physical and information resources) and financial resources. They are presented here as general capacity needs for Swaziland and are not split according to any specific organization.

**i) Organisation system: structure:** Establishment of DRR structures, and their operationalisation.

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**Processes:** (internal and external) supporting such functions as planning, client management, performance/quality management, accountability and transparency, professionalism and commitment to work.

## ii) Human resources

**Skills** - Mainly related to capacity building and institutional strengthening: Development of policy documents and strategic plans, review policies/ acts to align with DMS and Vision 2022, risk and vulnerability assessment, hazard mapping, Contingency planning, fire fighting and ambulance services, GIS, hydrology, environmental management, website development, computerized database development, data analysis and DRR report writing, sustainable livelihoods approach, sustainable agriculture training, targeting vulnerable communities, education/training and M & E.

**Personnel Strength:** DMU staff complement, DRR Advisors/Technical assistance; Sustainable Livelihoods, Risk and vulnerability assessment and Information Technology specialists, Staff for Fire and Ambulance Services and Ministry of Health and Education staff, National Meteorology Services experts, agro-ecologists, agro-meteorologists, policy analysts and sustainable agriculture specialists (soil and water conservation, water harvesting, conservation tillage etc).

## iii) Infrastructure

**Physical:** communication systems, rescue tools, warehouse, weather forecasting and cloud seeding equipment, computers, GIS technology, radar for rainfall and storm identification, assets accumulation for vulnerable communities, office space and equipment, vehicles, motor cycles, life jackets and dingies.

**Information resources:** Database for DRR, training manuals on DRR, newsletter development, fire fighting and ambulance service training manuals, websites, etc.

**iv) Financial resources:** for salaries, operations and equipment, warehouse, office space, training and technical assistance fund grants, and electronic and print media.

A synthesis of DRR priority activities and capacity needs were together tabulated into a National Action Plan for Capacity Development in Disaster Risk Reduction. It is this NAP 2005-2007, which was revised in May 2008 and is herein elaborated.

The development of this NAP was immediately followed by compilation of the Swaziland Disaster Management Act 2006. The Act primarily focuses on:

- a) Avoidance or minimizing potential losses from hazards;
- b) Providing timely and appropriate assistance to victims and their dependants as necessary; and
- c) Achieving rapid and sustainable recovery from disaster loss.

## 4.0 NATIONAL ACTION PLAN (PRIORITIES FOR ACTION)

### a) Vision and Mission for the Disaster Management System of Swaziland

A national workshop to review the 2005-2007 NAP was held in May 2008. The workshop reviewed and synthesized national DRR capacity gaps as outlined above. The disaster risk reduction stakeholders also agreed on the following Vision, Mission and Core values for the Disaster Management System in Swaziland (See Box 1). Each stakeholder (ministry, department, NGO, UN agency, Community Based Organization, etc.) will in turn incorporate aspects disaster risk reduction in their respective visions, missions, and core values, as part of the process of mainstreaming DRR into policy, programmes and plans.

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## BOX 1: VISION, MISSION AND CORE VALUES NATIONAL DISASTER MANAGEMENT SYSTEM IN SWAZILAND

### **OUR VISION:**

By 2022, Swaziland has a functional national disaster risk management system that minimizes community vulnerability to hazards and effectively prevents and mitigates the impact of disasters within the context of sustainable development.

### **OUR MISSION:**

To apply innovative approaches and technologies to enhance community resilience to disaster risks through effective coordination, facilitation and implementation of all disaster risk management initiatives in Swaziland.

### **OUR CORE VALUES:**

- Proactiveness: the Motto is prevention before cure
- Gender sensitive, humane and compassionate
- Impartiality: equity, neutrality, fairness, even handedness, objectivity and unbiased
- Efficiency and effectiveness, responsiveness, relevance and timely
- Integrity: accountability, transparency, honesty and confidence
- Innovation: creativity, visionary, energetic and inspirational
- Professionalism: high quality, reliability, flexibility
- Participation: value ideas, inclusive, non judgmental.

## **b) NAP Objectives & outputs**

In line with the Swaziland Vision and Mission for Disaster Risk Management System, the Swaziland Disaster Management Act, the DRR Framework (see Annex 2), the Hyogo Framework for Action and the Africa Regional Strategy for Disaster Risk Reduction, the National Action Plan has the following five objectives:

- To create an effective and functional legal and institutional framework on DRR
- To improve risk identification mechanisms in the country
- To enhance information and knowledge management for disaster risk management
- To improve national risk management applications for poverty and disaster risk reduction
- To establish /strengthen disaster preparedness and emergency response practices

Each objective is further split into outputs. The number of outputs varies per objective with a maximum of seven outputs under Objective 1 and two under objectives 3 and 5. There is a hierarchical relationship between the outputs, the objectives, the Swaziland DRR Mission and DRR Vision. It is therefore anticipated that achievements of outputs will lead to realization of the objectives, and then Mission and Vision for DRR in Swaziland.

## **c) Key activities, responsibility, capacity gaps/needs, timeframe and approximate budget**

Under each output, a number of key activities are formulated, however, in no order of priority and/or sequence. Capacities required to achieve each output are listed and they form the basis for calculation of the inputs i.e. the approximate costs per output. The costs are approximated per output based on an activity or set of activities under that output.

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This is an eight year national action plan. The time frame is given for each activity or a set of activities within a timeframe from 2008 to 2015.

In the roll out of the NAP, it is expected that responsible organizations listed in Column 3 for each activity or a set of activities will further develop annualized action plans/work plans. These annual work plans will contain more elaborate activities and closer approximation of costs per activity.

## 5.0 ROLES AND RESPONSIBILITIES OF STAKEHOLDERS

The lead agencies on specific disasters are the agencies that provide information, conduct surveys and research, prepare recommendation and take all necessary measures that could assist the NDMA and the principal ministry for DRM in coordinating disaster preparedness programmes and DRR interventions in general. The lead government agencies will primarily be responsible for organizing and conducting training in their specific fields and in preparing and implementing a program of intervention based on previously prepared sectoral disaster risk reduction plans. The sectoral DRR plans are components of the National Action Plan for Disaster Risk Reduction.

Each Office, Ministry and Agency (OMA) must determine their roles and responsibilities in relation to disaster risk and assess their capacities to adhere to the requirements of the Disaster Management Act, particularly with reference to setting priorities for disaster risk reduction initiatives and for response and recovery. Each OMA must identify priority disaster risks and the most vulnerable areas, communities and households to risks. Such capacity must be supplemented, where necessary, by support from each line ministry of the Government of Swaziland and other concerned departments and the sharing of resources among organs of state, and by harnessing the capacity of the private sector and non-governmental organisations (NGOs). The parameters of such assistance must be clearly defined in memoranda of understanding

Each OMA or organization involved with disaster risk management must appoint an individual who will act as its focal point for disaster risk management. The focal person shall be at the level of Director or Deputy Director or their equivalent. The Director of the National Disaster Management Unit shall chair the National Focal Points (NFP) Forum. The purpose of the NFP Forum is to provide a mechanism for relevant role players to consult one another and coordinate their activities with regard to disaster risk reduction activities. These responsibilities of the NFP's must be included in the job description of the relevant appointee and appropriate key performance indicators must be included.

The table below shows specific roles and responsibilities of sector Ministries and government departments for specific hazards. In post disaster situations, these agencies together with the National Disaster Management Agency (NDMA) will also lead post disaster recovery planning and implementation.

Table 4: Lead agencies on specific disasters (expected to lead with the NDMA).

| <b>Disaster/Incidents</b>                | <b>Lead Ministry</b>   |
|--|--|
| Drought                                  | Ministry of Agriculture and Cooperatives   |
| Plant Pest & Animal Diseases             | Ministry of Agriculture and Cooperatives   |
| Epidemics and other health hazards       | Ministry of Health and Social Welfare  |
| Wild fires                               | Ministry of Agriculture and Cooperatives and Dept. of Fire and Emergency Services                |
| Windstorms, Hailstorms                   | Ministry of Public Works and Transport   |
| Environmental degradation, degradation   | Ministry of Tourism, Environment and Communications;<br>Ministry of Agriculture and Cooperatives |
| Chemical and Industrial accidents        | Ministry of Tourism, Environment and Communications  |
| Refugees and Internally displaced people | Ministry of Home Affairs and Ministry of Defence   |
| Terrorist Acts                           | Ministry of Home Affairs and Ministry of Defence   |

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|        |   |
|--------|---|
| Floods | Ministry of Public Works and Transport and Dept. of Water Affairs |
|--------|---|

## ***United Nations agencies and other Development partners***

UN agencies and Development Partners shall continue to play a pivotal role to support government efforts in the area of strengthening capacities for disaster risk reduction and supplementing efforts in mobilizing resources for disaster risk reduction. The mechanism to do this would be via the United Nations Development Assistance Framework (UNDAF) and other agency specific development planning frameworks.

The UN agencies will also provide technical support to government to develop early recovery frameworks in post crisis settings.

## ***International Non Governmental Organisations (INGOs)***

Cooperation with International Non Governmental Organisations is also crucial to strengthening capacities for disaster risk reduction. It is therefore important to adopt an inter-agency approach integrating the individual mandates of the INGOs.

## ***National Non Governmental Organisations and Community Based Organisations (CBOs)***

The role of NGOs is paramount in the achievement of DRM activities in the country. NGOs will continue to make an important contribution at the grassroots level particularly in remote areas, as they are flexible, rapid, effective and appropriately placed to respond to the urgent needs of communities. Most NGOs and CBOs also have field presence and are therefore on the spot to manage implementation of disaster risk reduction and recovery programmes/plans.

## ***Private sector organisations***

Within the overall context of the public/private sector partnership, the private sector plays a vital role in addressing disaster risk reduction and recovery especially through the availing of resource and technical inputs, implementing safe work practices, conducting risk and vulnerability assessment as well as mainstreaming disaster risk reduction into all new development projects. For example, logistics, private companies will assist in developing capacity to ease airport logistics in crises while telecommunications firms can support in field-based emergency communications. Overall, private sector partners will also play a pivotal role in emergency response and early recovery programming and funding at local level.

## **6.0 MONITORING AND EVALUATION**

The purpose of monitoring and evaluation is to track implementation to determine whether the objectives have been achieved and that implementation is within the agreed-upon time frame. M&E also serves to determine whether there has been the desired changes brought about by an intervention in, for example, human behaviour and attitude, change in working systems and approaches.

Thus monitoring and evaluation provides decision makers with better means for learning from experience, improving service delivery, planning, allocating resources, and demonstrating results. These experiences will be applied during the NAP implementation.

In terms of a specific DRR project the monitoring and evaluation programme's role includes:

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- Gaining assurance that the right resources and skills are being applied to the project.
- Monitoring and providing comment on progress as the project proceeds.
- Assuring that effective quality assurance is in place.
- Use the project implementation plan to track progress on tasks.
- Update implementation plan to meet progress reporting requirements.
- Reporting to the Principal Ministry /Department responsible for DRR.

## Monitoring and reporting for a DRR project (irrespective of the implementing agency or donor.

- The project manager prepares a progress report with copy to the NDMA on monthly basis.
- The Project Steering Committee gets a summarised progress report less frequently (quarterly or when considered necessary).
- The project milestones will form the basis for the review dates.

## Progress reports will include:

- A management summary on progress against the plan, especially milestones reached and major issues, and the overall contribution to the NAP outputs.
- Tasks completed in period under review.
- Tasks for coming period and how they link to the NAP.
- Variances and planned corrective actions for errors.
- Issues and actions to remedy (for issues register if this is established).
- Analysis of risks resulting from errors.
- Actual costs vs budget.

## DRR Project Reviews

1. Conduct a project control review within two months of the project initiation to confirm that:
  - All plans are in place and developed within the premise of the NAP.
  - Financial policy and details are set up.
  - There are adequate human and financial resources.
2. A midterm review enables a further overview check on progress. This review should confirm:
  - The expected project outcomes will still be met.
  - Any changes to the expected project outcomes over the period under review.
  - The impact of such changes on the project and any need for additional resources given these changes.

## Project Risk Management

- Effective risk management is concerned with opportunities (positive outcomes) as well as hazard management (negative outcomes).
- Political considerations, financial implications on other areas of the business, and various programme priorities will affect the definition of risk areas for a project.
- The risk assessment report should cover budget variances, resource problems, inadequate management support, unrealistic timeframes and inclusion of unplanned activities in the project.

## Communication

- Good consultation and communication protocols will increase the commitment to, and acceptance of, the recommendations and actions of a DRR project.

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- Communication is about managing the relationships within and external to the DRR project. These require planned formal and informal communication with all stakeholders - internal (including project team members, other staff in the department) and external through consultative meetings.
- Details of the project progress must be communicated throughout the DRR project period and to all stakeholders. Relevant information is communicated to the appropriate people through an appropriate medium in a timely manner. Communication aspects may include 'damage control' in the event of crisis or changes to the project.

The following tables summarises the outcomes and outputs as well as their relevant verifiable indicators, means of verification and assumptions. These tables will assist in monitoring NAP implementation.

## Swaziland NAP Results Matrix

| Narrative Summary   | Verifiable Indicators   | Means of Verification   | Assumptions<br>(for the Outcomes and outputs)   |
|---|---|---|---|
| <sup>5</sup> Programme Outcome 1.1 To create an effective and functional legal and institutional framework on DRR   | Number of functional legal and institutional systems for disaster risk reduction at national, regional and community levels | Existence of DRR institutional systems at national, regional and community levels | Political commitment and stakeholders willingness to collaborate                            |
| Output 1.1 National Policy on Disaster Risk Reduction developed covering all hazards developed and implemented  | National DRM policy developed and functional by Jun 2009.   | Existence of DRM policy   | Stakeholders accept the importance of DRM policy. Political commitment to DRM at all levels |
| Output 1.2 Revise and develop National Action Plan (NAP) for capacity development in DRR covering 2008-2015   | NAP covering 2008-2015 and consistent with PRSAP developed  | NAP 2008-2015   | Stakeholder willingness to participate in the review process. Political commitment          |
| Output 1.3 Comprehensive relevant policy reviews to mainstream DRR in development planning undertaken e.g. water Climate change, environment, waste management etc. | Number of policies reviewed and integrating DRR   | Assessment of relevant policies incorporating DRR                                 | Political commitment and willingness of stakeholders.                                       |
| Output 1.4 The NDMA capacitated   | Vacant posts filled and redeployment  | Staff appraisals  | Cooperation from Civil Service Board (CSB)  |
| Output 1.5 Setting up Disaster Risk Management Structures at national, and regional levels  | Functional disaster management structures/institutions at all levels  | Reports of assessment of disaster management activities at all levels             | Willingness of stakeholders and political commitment  |
| Output 1.6 Develop and implement an Action Plan to capacitate DRM structures at all levels.   | Action plan developed   | Action Plan in Place and reports of implementation.                               | Timeous and effective implementation of action plan.  |

- 
- <sup>5</sup> Critical success factors for achieving programme outcome 1.1: (a). Policy Development on DRM should form the basis of everything as well as to work as a guide (b) Remove and/ or minimise red tape in the utilisation of funds; and (c) Capacity building – recruitment, training and redeployment where necessary.

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| Narrative Summary   | Verifiable Indicators   | Means of Verification  | Assumptions<br>(for the Outcomes and outputs)   |
|---|---|--|---|
| <sup>6</sup> Programme Outcome 2:<br>Disaster preparedness and emergency response practices established and strengthened. | Improved national and community capacity to prepare and respond to disasters  | Reduced vulnerability and disaster risk to communities   | Political commitment;<br>Stakeholders commitment and collaboration  |
| Output 2.1: National, Regional and Local level contingency plans developed.   | Number of contingency plans developed and tested.   | Reports of assessments and inventory of contingency plans and simulations conducted  | Availability of resources (finance, human and material) at the national and regional level.<br>Political and stakeholder commitment for DRM activities.   |
| Output 2.2: Continuous training and simulation at national, regional and local level conducted.                           | Number of trainings and simulations conducted at all levels.  | Reports on assessment of preparedness mechanism and simulations.   | Availability of resources at all levels.<br>Political and stakeholder commitment for DRM activities.  |
| <sup>7</sup> Programme Outcome 3:<br>Improved risk identification mechanism in the country.                               | Comprehensive risk maps on all potential disasters  | Risk maps in use   | Traditional structures /Stakeholders willingness to participate in risk mapping;<br>availability of expertise to undertake risk mapping<br>Availability of resources (finance, human and material)  |
| Output 3.1: Risk and vulnerability assessments conducted.   | Improved targeting of relief beneficiaries.<br><br>Number of risk and vulnerability maps at the national and regional tinkhundla / chiefdom / community levels.                               | Existence of risk and vulnerability maps at the national regional, tinkhundla / chiefdom / community level. Risk and vulnerability assessment reports targeting vulnerable communities<br>Response time by relief agencies reduced | Availability of resources (finance, human and material) at the national and regional level.<br>Political commitment for DRM activities.<br>Decentralized political commitment.<br>Cooperation from relevant stakeholders in conducting assessments. |
| Output 3.2: Early warning system improved   | Improved early warning system at all levels.<br><br>Improved dissemination of warning information.<br><br>Training on early warning best practices conducted.<br><br>Community based monitors | Observations of community behaviour or attitudes changes in dealing with emergencies/disaster situations.<br>Reduction in number of people affected by foreseen disasters  | Availability of resources (finance, human and material) at the national and regional level.<br>Political commitment for DRM activities.<br>Cooperation from relevant stakeholders in conducting assessments   |

<sup>6</sup> Critical success factors for achieving programme outcome 2: (a) Testing of contingency plans; (b) Continuous sensitisation and awareness; (c) Effective communication; and (d) Strengthened early warning systems/mechanisms

<sup>7</sup> Critical success factors for achieving programme outcome 3: (a) Traditional structures must support the policy implementation (b) Cooperation from relevant stakeholders in conducting assessments.

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| Narrative Summary  | Verifiable Indicators   | Means of Verification   | Assumptions<br>(for the Outcomes and outputs)   |
|--|---|---|---|
| Programme Outcome 4:<br>Enhanced knowledge and information management for DRM.   | Application of DRR information and knowledge in decision-making process.<br>Number of people knowledgeable in DRM.  | Informed and effective decisions on DRR   | Stakeholders collaborating on DRR research  |
| Output 4.1: Public awareness on disaster risk reduction improved.  | Joint media DRM forum.<br><br>Number of media reports on DRR<br><br>Number of public awareness programmes conducted<br><br>The percentage of the population that is aware of DRM.   | Community surveys <sup>8</sup> on availability and accessibility of printed materials to vulnerable communities.<br>Assessment of knowledge, attitude, practice and behaviour in relation to DRM. | Availability of resources (finance, human and material) at the national and regional level.<br>Political commitment for DRM activities.<br>Commitment from the communities.<br>Communities have access and willingness to public facilities to listens/ watch/read DRM information. |
| Output 4.2: Training on disaster risk management conducted.<br><br>Disaster committees established and trained at community and regional level | Training needs assessment conducted and documented.<br><br>Number of training activities conducted at the national and regional/Chiefdom level.<br><br>Percentage of communities with DRM committees  | Survey on DRM practices.<br><br>Assessment reports on DRM training  | Availability of resources (finance, human and material) at the national and regional level.<br><br>Political commitment for DRM activities.<br><br>Cooperation from stakeholders, i.e. Tindvuna tetinkhundla, bucopho, community leaders, etc                                       |
| Output 4.3: Mainstreaming of DRM into training and educational curricula   | Integration and formalization of DRM in the educational curricula.<br><br>Number of DRM training activities conducted for personnel in the education sector<br>The number of curricula with DRM.<br>The number of people or training institutions offering DRM training | Inspection of the MOE's annual records and reports.<br><br>Assessment of the knowledge, attitude, practice and behaviour in relationship to DRM.  | Cooperation from the Ministry of Education.<br>Cooperation from relevant stakeholders.  |
| Output 4.4: Information management system for DRR-including data on disaster losses, risk maps, hazard maps, DRR plans and activities          | DRR information management system covering all affected areas developed.<br><br>Swazi DRR website developed   | Existence of an DRR information management system<br><br>Swazi DRR website launched on the internet   | Availability of DRR information;<br><br>Stakeholders cooperation  |
| <sup>9</sup> Programme Outcome 5. To improve national disaster risk reduction management applications.   | Reduced disaster risk and vulnerability   | Improvement in (human development index)  | Political commitment;<br>Stakeholders cooperation   |

<sup>8</sup> Analysis of community perceptions, knowledge, attitudes, practices and behaviour through personal interviews and observations

<sup>9</sup> Critical success factors for achieving programme outcome 5

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| Narrative Summary   | Verifiable Indicators  | Means of Verification  | Assumptions<br>(for the Outcomes and outputs)   |
|---|--|--|---|
| <p>Output 5.1 DRR Management Applications mainstreamed into National Development policies, Plans strategies and programs, e.g. PRSAP.</p> <p>5.1.1 Mainstream Community DRR Management Applications into National Development plans, strategies and programs.</p> | <p>Number of multisectoral sectoral plans, strategies and polices that have mainstreamed DRR</p> <p>Community DRR management applications mainstreamed.</p>  | <p>Implementation of DRR Management Applications into multisectoral plan, policies and strategies.</p> <p>Incorporation of DRR management applications into community development plans.</p>                   | <p>Stakeholders/ cooperation.</p> <p>Political commitment.</p> <p>Financial commitment</p> <p>Community empowerment</p> |
| <p>Output 5.2 Water management, livestock, crop and irrigation programmes developed.</p>  | <p>Number of people and livestock vulnerable to food insecurity</p>  | <p>Analysis of livestock, and crop assessment reports</p>  | <p>Stakeholder cooperation</p>  |
| <p>Output 5.3 HIV/AIDS education and strategies integrated into DRM Policies and Activities. (Medium and long-term)</p>   | <p>Changes in HIV prevalence. Improved access to HIV and AIDS information</p>  | <p>Analysis of community KAPB</p>  | <p>Community acceptance of HIV and AIDS as a social epidemic</p>  |
| <p>Output 5.4 Integrated environmental/ resource management initiatives strengthened</p>  | <p>Reduction in levels of environmental degradation.</p> <p>Number of environment related disasters</p>  | <p>Analysis of nature and causes of disasters reported</p>   | <p>Stakeholders willingness; Political commitment</p>   |
| <p>Output 5.5 Socio- economic development at national, regional and constituency levels strengthened.</p>   | <p>Percentage of population access to Social Safety Nets. Number of cost sharing /transfer mechanisms established for Rural Areas. Increase in alternative livelihoods for rural Areas.</p>  | <p>Population surveys</p>  | <p>Political commitment</p>   |
| <p>Output 5.6 Rural and urban development planning integrated and developed</p>   | <p>Percentage of building structures not adhering to building codes and regulations.</p> <p>Percentage of population residing in informal settlements.</p> <p>Number of planning Units that have integrated DRR practices into Rural and Urban Plans.</p> <p>Number of comprehensive vulnerability assessments conducted in high-risk areas.</p> | <p>Surveys on compliance to building codes.</p> <p>Inspection of Development Plans in relation to DRM principles and practices.</p> <p>Analysis of population records for formal and informal settlements.</p> | <p>Political commitment;</p> <p>Technical Support</p>   |

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| Narrative Summary  | Verifiable Indicators   | Means of Verification  | Assumptions<br>(for the Outcomes and outputs)  |
|--|---|--|--|
| Output 5.7 Monitoring and evaluation management systems developed. | Number of monitoring exercises conducted.<br>Number of evaluation reviews conducted<br>Review meetings on all levels. | Existence of M&E system<br><br>Monitoring reports.<br><br>Analysis of records and reports on activities. | All relevant Ministries;<br>Regional authorities; Technical support;<br>Community participation;<br>Traditional authorities. |

## 7.0 RESOURCE MOBILISATION

In order for the effective implementation of the NAP, it is imperative that sufficient and adequate resources are mobilized for this purpose.

With the Government of Swaziland being tasked with the primary responsibility of implementation, they will continue to allocate sufficient funds for the implementation. The Government line ministries would in the process of mainstreaming DRR into their development planning adopt measures for budgeting for this purpose.

In the larger sphere of operations the government would also initiate necessary action to mobilize the necessary resources to support implementation of this NAP:

- Adopt a public – private partnership approach in engaging with national and international non – governmental organizations, private sector in their participation in prevention and response to disaster management.
- Mobilize the appropriate resources and capabilities of relevant national, regional and international bodies, including the United Nations System.
- Provide for and support, through bilateral and multilateral channels, the implementation of the NAP.
- Mainstream disaster risk reduction measures appropriately into multilateral and bilateral development assistance programmes including those related to poverty reduction, natural resource management, urban development and adaptation to climate change.
- Develop partnerships to implement schemes that spread out risks, reduce insurance premiums, expand insurance coverage and thereby increase financing for post disaster recovery, reconstruction and rehabilitation, including through public and private partnerships, as appropriate. Promote an environment that encourages a culture of insurance in developing countries, as appropriate.

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## 8.0 NATIONAL PRIORITY ACTIONS FOR CAPACITY DEVELOPMENT IN DRR (2008 – 2015)

| <sup>10</sup> Objective 1: To strengthen governance for DRR (i.e. institutional and legal system for disaster risk reduction) in Swaziland |   |                    |   |
|--|---|--------------------|---|
| OUTPUTS/KEY ACTIVITIES   | RESPONSIBLE AGENCIES  | TIME FRAME         | KEY CAPACITY GAPS/RESOURCES REQUIRED  |
| <b>Output 1.1: National disaster risk reduction policy and legislation reviewed, developed and implemented</b>                             |   |                    | <ul style="list-style-type: none"> <li>• Policy review</li> <li>• Technical policy review team</li> <li>• Financial resources for workshops, allowances</li> <li>• Computers, reports, reference materials</li> </ul> |
| 1.1.1 Develop terms of reference and qualifications of the technical policy review team  | NDMA, Development Partners  | Oct 2008           |   |
| 1.1.2 Appoint technical policy review team   | NDMA  | Oct 2008           |   |
| 1.1.2 Undertake review of the national DRM policy  | MRDYA, Development Partners, CANGO, Stakeholders.                     | Oct 2008- May 2009 |   |
| 1.1.3 Facilitate approval of reviewed national policy  | MRDYA, NDMA   | Aug 2009           |   |
| 1.1.4 Launch and distribute new policy and implement as required   | MRDYA, Development Partners, Regional and Community Structures, CANGO | Sept 2009          |   |
| <b>Output 1.2 Recruitment of officers for NDMA</b>   |   |                    | <ul style="list-style-type: none"> <li>• Advertisements</li> <li>• Selection</li> <li>• Orientation for new employees</li> </ul>  |
| 1.2.1 Advertise posts and select suitable candidates   | CSC, MRDYA  | Dec 2008           |   |
| 1.2.2 Orient and train new employees   | MRDYA   | Feb 2009           |   |
| <b>Output 1.3 Establishment of National Disaster Risk Management System ( national, regional, Tinkhundla levels)</b>                       |   |                    | <ul style="list-style-type: none"> <li>• Appointment of the management teams at all levels</li> <li>• Financial resources for workshops, allowances etc.</li> </ul>   |
| 1.3.1 Prepare terms of reference   | MRDYA   | Jan 2009           |   |
| 1.3.2 Select and appoint teams   | MRDYA   | Feb 2009           |   |
| 1.3.3 Train appointed teams and committees as per DM Act 2006  | NDMA  | Dec 2008 – ongoing |   |

<sup>10</sup> Critical success factors for objective 1: Review all existing policies and align policies with the Disaster Management Act – representation at all levels will be critical; (b) Develop clear operational guidelines on the management and utilisation of resources

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|  |  |  |   |
|--|--|--|---|
| <b>Output 1.4 Harmonisation of the Disaster Management Policy with other existing policies in particular the Decentralisation policy and the Regional Development Framework undertaken</b> |  |  | <ul style="list-style-type: none"> <li>• Technical policy review team</li> <li>• Financial resources for workshops, allowances</li> <li>• Computers, reports, reference materials</li> </ul>  |
| 1.4.1  | Identify existing links with other policies  | MRDYA & other stakeholders<br>Mar 2009 |   |
| 1.4.2  | Review policies as required and submit to cabinet for approval                               | MRDYA<br>Ongoing-2015                  |   |
| <b>Output 1.5 Operationalisation of institutional arrangement at local and national levels</b>   |  |  | <ul style="list-style-type: none"> <li>• Financial resources</li> <li>• Human resources</li> </ul>  |
| 1.5.1  | Develop a functional organogram  | NDMA<br>Mar 2009                       |   |
| 1.5.2  | Define roles and responsibilities of the different organs and undertake training as required | NDMA<br>Mar 2009 - ongoing             |   |
| <b>Output 1.6 Operationalisation of the Disaster Management Act achieved</b>   |  |  | <ul style="list-style-type: none"> <li>• Funding and equipment: Functionalisation of the Secretariat</li> <li>• Establishment of sector working group</li> <li>• Sensitization of stakeholders on sector working group</li> <li>• Technical assistance (establishment of sector group and training)</li> <li>• Workshops</li> <li>• Allowances for sectoral meetings</li> </ul> |
| 1.6.1  | Launch and disseminate copies of the Act to all stakeholders                                 | MRDYA<br>Dec 2008                      |   |
| 1.6.2  | Train stakeholders on the provisions of the Act  | MOJCA<br>MRDYA<br>Ongoing-Aug 2009     |   |
| 1.6.3  | Establish the structures as per requirements of the Act                                      | MRDYA<br>Dec 2009                      |   |
| 1.6.4  | Develop M & E system for implementation of the Act   | MRDYA/NDMA<br>Dec 2008                 |   |
| 1.6.5  | Establish sector working groups for implementation of DM Act and DRR in general              | MRDYA<br>Feb 2009                      |   |
| 1.6.6  | Train sector working groups  | MRDYA/NDMA<br>Mar 2009                 |   |
| <b>Output 1.7 Lobbying and advocacy for political commitment, responsibility and accountability increased</b>  |  |  | <ul style="list-style-type: none"> <li>• Training for trainers</li> <li>• Workshop for politicians</li> <li>• Adverts to improve the quality of information</li> </ul>  |
| 1.7.1  | Conduct training workshops for policy makers   | MRDYA/NDMA<br>June 2009                |   |
| 1.7.2  | Sensitise politicians  | MRDYA/NDMA<br>June 2009                |   |

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| <b>Objective 2: To improve risk identification, assessment, monitoring and early warning mechanisms in the country</b>   |   |                   |   |
|--|---|-------------------|---|
| <b>OUTPUTS / KEY ACTIVITIES</b>  | <b>RESPONSIBLE AGENCIES</b>                         | <b>TIME FRAME</b> | <b>KEY CAPACITY GAPS/RESOURCES REQUIRED</b>   |
| <b>2.1 Early warning systems enhanced</b>  |   |                   | <ul style="list-style-type: none"> <li>• Technical assistance</li> <li>• Financial resources for training</li> <li>• Computers, reports, reference materials</li> <li>• Financial assistance</li> <li>• Computers, database management systems</li> </ul> |
| 2.1.1 Develop /strengthen people centred early warning systems for all hazards at all levels (national, regional and local) taking into account the demographic, gender, cultural and livelihood activities of the target audience | MOAC, NEWU, CSO, MET, NGOs, Traditional Structures, | Mar 2009-2015     |   |
| 2.1.2 Harmonize all currently established EWS  | NDMA, NEWU, UNISWA                                  | Ongoing-2015      |   |
| 2.1.3 Establish and periodically review and maintain information systems as part of early warning systems  | NDMA  | Ongoing-2015      |   |
| 2.1.4 Integrate early warning systems into government policy, decision making processes and emergency management systems at all levels   | NDMA, PPCU  | Ongoing-2015      |   |
| 2.1.5 Improve coordination and cooperation among all relevant sectors and actors in early warning chain.   | NDMA, NGOs e.g. World Vision                        | Ongoing-2015      |   |
| <b>Output 2.2 Capacity for risk identification and assessment enhanced and risk outcomes used in development related decision making</b>   |   |                   | <ul style="list-style-type: none"> <li>• Technical assistance</li> <li>• Human resources</li> <li>• Financial resources for training</li> <li>• Training equipment and materials</li> </ul>   |
| 2.2.1 Develop/adapt a user friendly risk identification and assessment tool  | NDMA, All line ministries                           | June 2009         |   |
| 2.2.2 Train institutions and communities on risk assessment/identification   | NDMA, MOE, NGOs                                     | June 2009         |   |
| 2.2.3 Establish risk and vulnerability assessment committees at local government levels  | MLGH, World Vision                                  | Mar 2009          |   |
| 2.2.4 Avail the resource base (including data bases, observational and research subsystems) for risk identification and assessment   | NDMA, UN agencies                                   | June 2009         |   |
| 2.2.5 Conduct national and local level risk assessment (identification, hazard mapping & assessment and monitoring of hazards, vulnerability and capacities) e.g. COVAC by   | NDMA, World Vision                                  | June 2009         |   |

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|--|-------------------------|------------------|---|
| 2.2.6 Develop and implement computerized information management system for risk assessment/ identification outcomes  | NDMA                    | June 2009        | <ul style="list-style-type: none"> <li>• Computers, equipment and materials</li> <li>• Communication and information exchange support</li> </ul>  |
| 2.2.7 Facilitate improved communication and information exchange among stakeholders on risk assessment/outcomes  | NDMA                    | Ongoing-2015     |   |
| 2.2.8 Engender and improve integrations and coordination of risk identification and assessment processes and interventions   | NDMA                    | Ongoing-2015     |   |
| <b>Output 2.3 Integration of risk identification into policy and strategic plans development process, and use of risk outcomes in development plans improved</b>                           |                         |                  | <ul style="list-style-type: none"> <li>• Technical assistance</li> <li>• Financial &amp; human resources</li> <li>• Computer hardware and software (e.g. GIS mapping, graphic design , data bases etc)</li> </ul> |
| 2.3.1 Develop and periodically update and disseminate risk maps and related information to all decision makers and communities at risk in an appropriate format                            | ALL sectors             | Mar 2010         |   |
| 2.3.2 Develop systems of indicators of disaster risk and vulnerability, share with all stakeholders and use to assess impact of disasters on social, economic and environmental conditions | NDMA, NGOs, UN agencies | Dec 2008-Ongoing |   |
| 2.3.3 Record, analyze, summarize and disseminate statistical information on disaster occurrence, impacts and losses  | NDMA                    | Dec 2009         |   |
| 2.3.4 Integrate risk identification in development policies and strategies   | ALL sectors             | Dec 2009         |   |
| 2.3.5 Research, analyze, monitor and report on long terms changes and emerging issues that might increase risk and vulnerability or capacity to respond to disasters                       | NDMA                    | Dec 2009         |   |

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| <i><sup>11</sup>Objective 3: To enhance information and knowledge management for disaster risk management</i>  |  |                           |  |
|--|--|---------------------------|--|
| OUTPUTS/KEY ACTIVITIES   | RESPONSIBLE AGENCIES   | TIME FRAME                | KEY CAPACITY GAPS/RESOURCES REQUIRED   |
| <b>Output 3.1 Public awareness and information on disaster risk reduction improved</b>   |  |                           | <p><b>Structure/competences/strategy:</b><br/>Structures and strategies for disaster information and knowledge management</p> <p><b>Skills:</b> - Public speaking skills<br/>- Skills in developing IEC materials<br/>- database management skills<br/>- Website development &amp; updating skills</p> <p><b>Personnel:</b> DRR experts/advisors, Communication /Information Specialists, meteorologists, focal persons – line ministries</p> <p><b>Information:</b> -Print &amp; electronic media<br/>- Bill boards; - Internet &amp; email<br/>- Drama performance; - website, GIS, Early warning system</p> <p><b>Physical:</b> - mega phone; - computers; - printers; - stationery; vehicles</p> |
| 3.1.1 Disseminate and communicate information taking into account the existing information and feedback after risk identification, and during pre and post disaster occurrences. | NDMA, all line ministries, NGOs, focal person for disaster related issues and media houses | Dec 2008 – ongoing 2015   |  |
| 3.1.2 Expand the role of media in disaster risk reduction including holding talk shows on radio and television   | All Media Houses e.g. SBIS, Swazi TV   | Dec 2008 – Ongoing 2015   |  |
| 3.1.3 Establish forums for exchange of info and experiences in DRR   | NDMA, CANGO, UN agencies   | July 2009 – ongoing 2015  |  |
| 3.1.4 Strengthen the role of traditional leaders, gender, women, youth and other vulnerable groups in public awareness and information exchange                                  | NDMA, NGOs, line ministries, traditional leaders   | Dec 2008 – ongoing 2015   |  |
| 3.1.5 Compile and disseminate a newsletter and other relevant pamphlets, stickers and brochures as necessary on DRR  | NDMA, UN Agencies, local authorities, media and NGOs                                       | March 2008 – ongoing 2015 |  |
| 3.1.6 Development of database to store information on disaster   | NDMA, meteorology, MOAC  | Dec 2008                  |  |
| 3.1.7 Development of website for DRR   | NDMA   | Dec 2008                  |  |

<sup>11</sup> Critical success factors: (a) Involvement of media (print & electronic media) and traditional authorities; (b) DRR experts/advisors, Communication /Information Specialists, meteorologists, focal persons – line ministries.

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| Output 3.2 Knowledge systems for DRR improved  |  |                         |  |
|--|--|-------------------------|--|
| 3.2.1 Conduct training on how to mainstream disaster risk reduction into development, including the education sector.  | NDMA, line ministries, consultants, civic groups | June 2009               | <p><b>Skills:</b> - Training and presentation skills<br/>- Disaster risk management skills</p> <p><b>Personnel:</b> Curriculum development specialists, DRR trainers/experts</p> <p><b>Information:</b> - Print and electronic media, - internet &amp; email, - workshop &amp; seminars</p> <p><b>Physical:</b> - Training Venues, - Projectors, - computers, - Printers<br/>- photo copiers, - flip charts, - stationery etc</p> <p><b>Financial:</b> for salaries, training, consultants</p> |
| 3.2.2 Integrate DRR into relevant formal and informal education systems – including school curricula as well as college education.   | MOE, Tertiary institutions                       | Dec 2009 – ongoing 2015 |  |
| 3.2.3 Promote implementation of local risk assessment and disaster preparedness in schools and institutions of higher learning taking cognizance of gender and cultural sensitivity.           | MOE, UNISWA, SEA, line ministries,               | Dec 2010 – ongoing 2015 |  |
| 3.2.4 Develop DRR training and learning programmes targeted at specific sectors (development planners, emergency managers, local government officials, women and other vulnerable groups etc.) | NDMA, MOE  | Dec 2009                |  |
| 3.2.5 Conduct community based training initiatives on disaster risk reduction, using volunteers, where appropriate, with wide promotion of women's participation.                              | NGOs, traditional leaders, CBOs,                 | Dec 2009                |  |
| 3.2.6 Promote engagement of media to stimulate a sustained culture of resilience and strong community participation in education campaigns.  | NDMA, All Media Houses                           | Oct 2008 – ongoing      |  |
| 3.2.7 Develop improved research methods for predictive multi-risk assessments and socio-economic cost benefit analysis of risk reduction actions   | UNISWA, Research institutions, NGOs              | Dec 2009 – ongoing      |  |

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| <b>Objective 4: To strengthen risk management applications at national and local levels</b>   |   |                     |  |
|---|---|---------------------|--|
| <b>OUTPUTS/KEY ACTIVITIES</b>   | <b>RESPONSIBLE AGENCIES</b>   | <b>TIME FRAME</b>   | <b>KEY CAPACITY GAPS/RESOURCES REQUIRED</b>  |
| <b>Output 4.1: Environmental and natural resource management practices improved</b>   |   |                     | <p><b>Structure/competencies/ strategy:</b><br/>Policies/NAPs with visions/missions</p> <p><b>Skills:</b> Drafting Policy document: environment, water &amp; climate, Risk Management, Planning, Information management, Waste management</p> <p><b>Personnel:</b> Engineers, Lawyers, Meteorologists, Hydrologists, Risk Management Specialist, Information Management Specialists, Waste Management experts.</p> <p><b>Information:</b> GIS data; Information specialist, Website, newsletters</p> <p><b>Physical:</b> office space, computers, video recorders, digital cameras, Furniture, Transportation, communication equipment</p> |
| 4.1.1 Establish and Advocate for a Multi-sectoral co-ordination committee required at all ( community, regional and national ) levels   | MNRE <sup>12</sup> with other Line Ministries, SEA, NGOs, UN Agencies, NDMA | Jan 2009            |  |
| 4.1.2 Implement integrated environmental and natural resource management that incorporate disaster risk reduction.  | MNRE with other Line Ministries, NGOs, SEA, NDMA, UN Agencies               | Dec 2009 - ongoing  |  |
| 4.1.3 Promote integration of risk reduction associated with existing climate variability and future climate change into strategies for the reduction of disaster risk and adaptation to climate change. | MNRE with other Line Ministries, MET Dept. SEA, NGOs, UN Agencies           | July 2009 - ongoing |  |
| 4.1.4 Strengthen political commitment for natural resources management practices  | Parliament, MNRE, MRDYA   | Dec 2008 - ongoing  |  |
| 4.1.5 Enforce compliance with environmental laws  | MNRE, SEA, SNTC, Parliament   | ongoing             |  |
| 4.1.6 Promote public education on environmental and natural resources management  | MNRE with other Line Ministries, NGOs, UN Agencies                          | ongoing 2015        |  |

<sup>12</sup> Agencies working together to achieve this Output: SEA,SNTC, MNRE, MRDYA, MOE, Local Authorities, AMICCAAL, UN: UNDP, FAO, NGOs: Yonge Nawe, SEJA,CBOs

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| Output 4.2 Socio-economic development at national, regional and community/Tinkhundla levels strengthened   |                                       |                     | Structure/processes/  |
|--|---------------------------------------|---------------------|---|
| 4.2.1 Improve food security to ensure resilience of communities to hazards   | MOAC <sup>13</sup> , NDMA, FAO, WFP   | June 2009 - ongoing | <p><b>Competencies/strategy:</b> National Food Security Policy lacking; Lack of adequate psychosocial system' No Financial Instrument for addressing Disaster Risk Social-safety net; Public/Private partnership for Risk Assessment lacking</p> <p><b>Financial:</b> salaries, training workshops, development projects for communities, infrastructure development</p> <p><b>Personnel:</b> agriculturists, psychiatrists, counselors, psychologists, engineers, economists</p> <p><b>Skills:</b> Food preservation, packing, psycho-social skills, disaster reduction, finance and marketing, agriculture</p> <p><b>Information:</b> data base for DRR and socio-economic development indicators and M &amp; E</p> <p><b>Physical:</b> Roads, hospitals, sufficient schools, disaster warning &amp; management Centres. Vehicles, computers, office space, agric machinery</p> |
| 4.2.2 Advance implementation of social safety-net mechanisms to assist vulnerable population including People Living With Aids (PLWA).   | MoHSW, MRDYA, NERCHA, NGOs and MOAC   | Dec 2008 - ongoing  |   |
| 4.2.3 Incorporate disaster risk reduction measures into post-disaster early recovery and rehabilitation processes  | MRDYA, MOAC, NGOs, UN Agencies        | Dec 2009 - ongoing  |   |
| 4.2.4 Develop and promote alternative and innovative financial instruments for addressing disaster risk  | MOF, MRDYA                            | June 2009           |   |
| 4.2.5 Promote the development of financial risk-sharing mechanisms, particularly Insurance and reinsurance against disasters   | MOF, MRDYA, MOAC                      | Dec 2009            |   |
| Output 4.3 Land-use planning and other technical measures at national and local levels improved  |                                       |                     |   |
| 4.3.1 Incorporate disaster risk assessments into the urban planning and management of disaster-prone human settlements   | MHUP, Local Authorities               | Dec 2009 - ongoing  | Financial resources   |
| 4.3.2 Mainstream disaster risk considerations into planning procedures for major infrastructure projects   | MoPWT, Local Authorities, MLGH        | Dec 2008 - ongoing  | Human resources capacity –land use planning in urban and rural areas; DRR skills  |
| 4.3.3 Encourage the revision of existing or the development of new building codes, standards, rehabilitation and reconstruction practices at the national or local levels, as appropriate. | MoPWT, Local Authorities, MLGH, SWASA | June 2009 - ongoing | Transport   |
| 4.3.4 Incorporate disaster risk assessment into rural development planning and management, in particular with regard to flood plain areas  | MRDYA, MEPD, MOAC                     | June 2009 - ongoing |   |

<sup>13</sup> MOA: Ministries, Organisations and Agencies: MRDYA, MEPD, SEA, MOAC, FAO, CBOs, AMICCAAL, NGOs: SWANNEPHA, World Vision, CANGO, Church Forum, UN Agencies: UNICEF, WFP, UNAIDS, UNFPA

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| Output 4.4 HIV-AIDS / TB education and gender strategies integrated into DRM policies and activities                                       |   |                      | Training grants  |
|--|---|----------------------|--|
| 4.4.1 Improve access to education by children and other vulnerable groups  | MOE, NCCU, NERCHA, UNESCO, NGOs e.g. Safe the Children, SEBENTA | June 2010 - ongoing  | Personnel for HIV/AIDS (national /international staff)<br><br>Equipment and financial resources for home-based care<br>Financial resources: Salaries for staff and volunteers; preventive measures, ARVs, Awareness campaigns<br>Community level coordination<br>Transport, office space |
| 4.4.2 Improve social protection for vulnerable groups  | MoHSW, NCCU, NERCHA, UNICEF, NGOs e.g. SWAGAA, Disabled         | June 2010 -ongoing   |  |
| 4.4.3 Intensify VCT and access to treatment campaigns in highly affected areas   | MoHSW, NERCHA, WHO NGOs e.g. PSI, SASO                          | Dec 2008             |  |
| 4.4.4 Promote the production of early maturing/high protein crops among communities with high HIV infection                                | MOAC, FAO, NERCHA   | Dec 2009 - ongoing   |  |
| 4.4.5 Create a mechanism: <ul style="list-style-type: none"> <li>▪ To raise awareness around linkages between DRR and HIV/AIDS.</li> </ul> | NERCHA, MoHSW, NMDA, NGOs, UN Agencies                          | Dec 2010 - ongoing   |  |
| 4.4.6 Review existing national legal framework and policy for disaster management to incorporate needs of PLWHA.                           | NERCHA, MoHSW, MRDYA, NDMA, NGOs, UNDP                          | Aug- June 2009       |  |
| 4.4.7 Integration of HIV / AIDS into drought response  | NERCHA, MoHSW, NDMA, NGOs, FAO                                  | By Dec 2009- ongoing |  |

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| 14Objective 5: To establish /strengthen disaster preparedness and emergency response practices  |   |   |   |
|---|---|---|---|
| OUTPUTS/KEY ACTIVITIES  | RESPONSIBLE AGENCIES  | TIME FRAME  | KEY CAPACITY GAPS/RESOURCES REQUIRED  |
| <b>Output 5.1 Emergence response systems improved</b>   |   |   | <b>Structure/Processes/competences/</b><br><b>strategy/mission:</b> Observatory with a decentralized structure capable predicting early warning, monitoring/evaluation of trends and conditions<br><b>Skills:</b> Management, supervision Organization, ,coordination, reporting, data collection<br>Research & analytical monitoring and evaluation.<br><b>Personnel:</b> Research & Planning Officers, Demographers, Data Analyst, Hardware Technicians, consultants<br><b>Financial resources for:</b> Training tools & kits, Simulation/Training, salaries, Assessment & Surveys, Data –Bank, Dissemination, etc<br><b>Information:</b> media meetings, Workshop, /Conferences, publications, ICT, traditional means<br><b>Physical:</b> Computers printers, memeographers, generators, solar lights, vehicle, motorcycles, mobile communications, GIS equipment & Software, fire equipment |
| 5.1.1 Conduct training on emergence response and preparedness including rapid assessment for major hazards  | NDMA, NGOs, UN Disaster Management Team Army Security and Fire and Emergency, Central Statistic office , VAC and UNISWA | Ongoing from 2008   |   |
| 5.1.2 Develop guidelines and tools for rapid assessments and train key stakeholders on their application  | NDMA, NGOs, UN Disaster Management Team   | Ongoing from 2008   |   |
| 5.1.3 Prepare and periodically update disaster preparedness and contingency plans at all levels with particular focus on the most vulnerable areas and groups | All sectors   | Nov 2008- Ongoing annually  |   |
| 5.1.4 Promote regular disaster preparedness exercises including evacuation drills/simulation to ensure rapid and effective disaster response                  | NDMA, NGOs, UN Disaster Management Team   | Annually from January 2009  |   |
| 5.1.5 Prepare and periodically update Standing Operating Procedures for emergency response at all levels  | NDMA, NGOs, UN Disaster Management Team   | Annually from January 2009  |   |
| 5.1.6 Establish national and regional disaster operating centres  | NDMA, NGOs, UN Disaster Management Team   | National Centre December 2009<br>Regional / sub regional Centre December 2010 |   |

<sup>14</sup> Critical success factors for achieving objective 5: There must be a separation of responsibilities between regulation and policy aspects of Disaster Management; (b) Technical support/ experts in disaster preparedness and emergency response practices

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| 5.2 Emergency response mechanisms aimed at reducing underlying risks enhanced   |  |  | <p><b>Structure/ competencies/strategy:</b> Participatory Strategic Emergency Response Action Planning</p> <p><b>Skills:</b> Planning, organizing, coordinating, counselling, resource &amp; social mobilization, family tracing, PSS skills etc</p> <p><b>Personnel:</b> Task Manager, Facilitators, counselors, resource &amp; Social Mobilizations Consultants, etc</p> <p><b>Financial resources</b> for: Stakeholders Consultations, Data Harvesting, Writing/validation &amp; dissemination of Action Plan, contingency plan, simulations, fire hydrants, fire fighting equipment</p> <p><b>Physical:</b> Supplies &amp; logistics ,ie visual aids, feeding, etc</p> <p><b>Information:</b> Media, meetings, Workshop, /Conferences, publications, ICT, traditional means of early warning,</p> |
|---|--|--|---|
| 5.2.1 Implement response and early recovery activities during early phase of humanitarian assistance  | NDMA, MOE, NCCU, Save the Children, MoHSW, Child Protection Network, UN agencies, Emergency services (Cluster Leads), NGOs | Response within 24 hours<br>Early recovery as soon as possible |   |
| 5.2.2 Implement recovery schemes including psycho-social training programmes to mitigate psychological damage of vulnerable population especially children          | NDMA, MOE, NCCU, Save the Children, MoHSW, Child Protection Network, UN agencies, Emergency services (Cluster Leads)       | PSS baseline by December 2009<br>PSS counseling within 24 hrs  |   |
| 5.2.3 Integrate disaster risk reduction into emergency management and response strategies at national and local levels<br><br>*World Vision Core Strategy 2008-2012 | NDMA, MOE, NCCU, Save the Children, MoHSW, Child Protection Network, UN agencies, Emergency services (Cluster Leads), NGOs | Sep 2009 - Ongoing   |   |
| 5.2.4 Mobilize resources for implementation of contingency plans, operating centres, simulations, etc.  | MRDYA, UN Agencies, NGOs, MOF, MEPS  | Ongoing starting from July 2008                                |   |
| 5.2.5 Strengthen the operation of the disaster fund management  | MRDYA, NDMA  | October 2008 - ongoing   |   |
| 5.2.6 Strengthen emergency relief programmes for disaster victims through targeting. Relief programmes should be complementary to ongoing development interventions | MRDYA, NDMA, World Vision, MOAC, UN  | Ongoing from 2008  |   |

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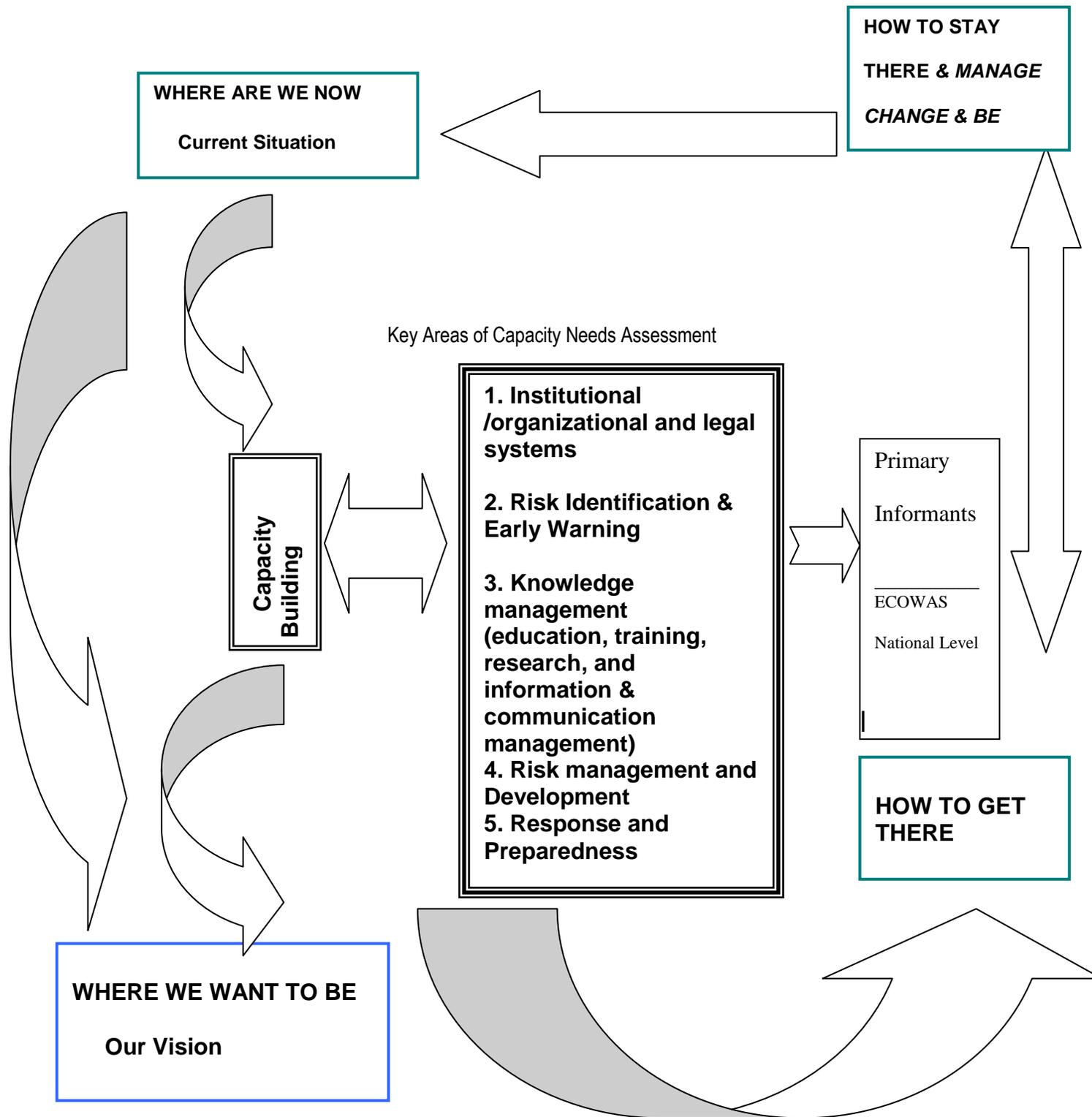
| Output 6. Monitoring and evaluation management systems developed and implemented/ operationalised                              |  |                      |   |
|--|--|----------------------|---|
| 6.1 Develop and implement sectoral M & E systems for disaster risk reduction activities  | All Ministries                         | Dec 2009             | Skills for M & E<br>Human resources -personnel<br>Financial resources |
| 6.2 Develop an M & E system for implementation of the National Action Plan for Capacity Development in disaster risk reduction | MRDYA/NDMU                             | March 2010           |   |
| 6.3 Implement the monitoring and evaluation system as required   | All Ministries, and other stakeholders | March 2010 – ongoing |   |

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**ANNEXES**

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## Annex 1(a) Disaster Risk Reduction Capacity Needs Assessment Framework<sup>15</sup>



<sup>15</sup> Also adapted from: General guidelines for capacity assessment and development, UNDP, 1997

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## Annex 1(b): Information Collection Matrix

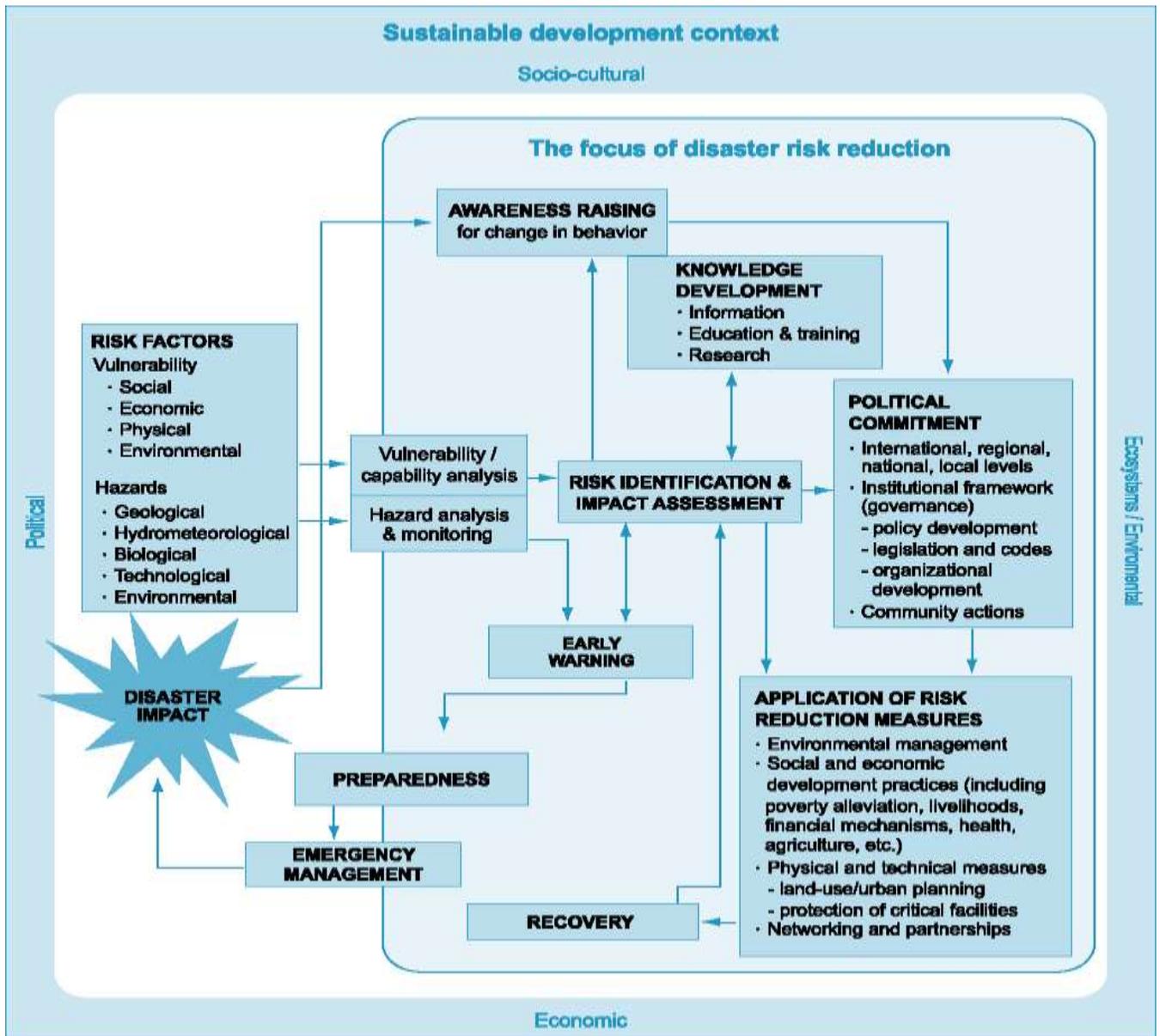
|  |   |   |   |                          |           |                 |                     |                       |                |
|--|---|---|---|--------------------------|-----------|-----------------|---------------------|-----------------------|----------------|
| <b>Main Objectives</b>                                       | 1. To review the effectiveness of NDMA and partner institutions in DRR at national and local level.         |   |   |                          |           |                 |                     |                       |                |
|  | 2. To undertake an inventory and review national capacity building initiatives for disaster risk reduction. |   |   |                          |           |                 |                     |                       |                |
|  | 3. To come up with a NAP – A DRR National Capacity Development Framework.                                   |   |   |                          |           |                 |                     |                       |                |
| <b>KEY THEMES / COMPONENTS / OUTPUTS OF DRM<sup>16</sup></b> | <b>Steps to identifying Capacity Needs</b>  |   | <b>CAPACITY<sup>17</sup> DIMENSIONS</b> |                          |           |                 |                     |                       |                |
|  | 1. Current situation  | 2. Vision<br>3. Strategy /action to achieve desired outcome/vision 4. How to stay there | Mission & strategy                      | Structure & competencies | Processes | Human resources | Financial resources | Information resources | Infrastructure |
| <b>1. INSTITUTIONAL AND LEGAL SYSTEMS</b>                    |   |   |   |                          |           |                 |                     |                       |                |
| a) Organizational arrangements                               |   |   |   |                          |           |                 |                     |                       |                |
| b) Legal /regulatory instruments/frameworks                  |   |   |   |                          |           |                 |                     |                       |                |
| c) Policy planning and review                                |   |   |   |                          |           |                 |                     |                       |                |
| d) Decentralization and governance                           |   |   |   |                          |           |                 |                     |                       |                |
| e) Resources   |   |   |   |                          |           |                 |                     |                       |                |
| <b>2. RISK IDENTIFICATION</b>                                |   |   |   |                          |           |                 |                     |                       |                |
| a) Understanding /perceptions of DRM/RR                      |   |   |   |                          |           |                 |                     |                       |                |
| b) Risk analysis   |   |   |   |                          |           |                 |                     |                       |                |
| <b>3. INFORMATION MANAGEMENT</b>                             |   |   |   |                          |           |                 |                     |                       |                |
| a) Education and training                                    |   |   |   |                          |           |                 |                     |                       |                |
| b) Public awareness & attitude                               |   |   |   |                          |           |                 |                     |                       |                |
| c) Research  |   |   |   |                          |           |                 |                     |                       |                |
| d) Information and communication management.                 |   |   |   |                          |           |                 |                     |                       |                |
| <b>4. RISK MANAGEMENT AND DEVELOPMENT</b>                    |   |   |   |                          |           |                 |                     |                       |                |
| a) Implementation of Risk Reduction activities               |   |   |   |                          |           |                 |                     |                       |                |
| b) Mainstreaming risk reduction in dev. planning.            |   |   |   |                          |           |                 |                     |                       |                |
| c) Recovery & reconstruction                                 |   |   |   |                          |           |                 |                     |                       |                |
| <b>5. PREPAREDNESS AND RESPONSE</b>                          |   |   |   |                          |           |                 |                     |                       |                |
| a) Response mechanisms incl. rapid onset assessments         |   |   |   |                          |           |                 |                     |                       |                |
| b) Preparedness/contingency plans                            |   |   |   |                          |           |                 |                     |                       |                |
| c) Early warning systems                                     |   |   |   |                          |           |                 |                     |                       |                |
| d) Coordination & funding                                    |   |   |   |                          |           |                 |                     |                       |                |
| <b>6. M &amp; E (cross cutting issues)</b>                   |   |   |   |                          |           |                 |                     |                       |                |

<sup>16</sup> A set of indicators /benchmarks for success are developed for each Theme

<sup>17</sup> Capacity: The ability of individuals, organizations, organizational units and /or systems to perform functions effectively, efficiently and sustainably. Implies that capacity is not a passive state but part of a continuing process; that human resources are central to capacity development; and that the overall context within which organizations undertake their functions are also key considerations in strategies for capacity development.

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Annex 2: Disaster Risk Reduction Framework (UN/ISDR, 2004)



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## Annex 3: Glossary of Basic Terms in Disaster Risk Reduction<sup>18</sup>

**Building codes:** Ordinances and regulations controlling the design, construction, materials, alteration and occupancy of any structure to insure human safety and welfare. Building codes include both technical and functional standards.

**Capacity:** A combination of all the strengths and resources available within a community, society or organization that can reduce the level of risk, or the effects of a disaster.

*Capacity may include physical, institutional, social or economic means as well as skilled personal or collective attributes such as leadership and management. Capacity may also be described as capability.*

**Capacity building:** Efforts aimed to develop human skills or societal infrastructures within a community or organization needed to reduce the level of risk. *In extended understanding, capacity building also includes development of institutional, financial, political and other resources, such as technology at different levels and sectors of the society*

**Disaster:** A serious disruption of the functioning of a community or a society causing widespread human, material, economic or environmental losses which exceed the ability of the affected community or society to cope using its own resources. *A disaster is a function of the risk process. It results from the combination of hazards, conditions of vulnerability and insufficient capacity or measures to reduce the potential negative consequences of risk.*

**Disaster risk management:** The systematic process of using administrative decisions, organization, operational skills and capacities to implement policies, strategies and coping capacities of the society and communities to lessen the impacts of natural hazards and related environmental and technological disasters. This comprises all forms of activities, including structural and non-structural measures to avoid (prevention) or to limit (mitigation and preparedness) adverse effects of hazards.

**Disaster risk (disaster reduction) reduction:** The conceptual framework of elements considered with the possibilities to minimize vulnerabilities and disaster risks throughout a society, to avoid (prevention) or to limit (mitigation and preparedness) the adverse impacts of hazards, within the broad context of sustainable development

**Early warning:** The provision of timely and effective information, through identified institutions, that allows individuals exposed to a hazard to take action to avoid or reduce their risk and prepare for effective response.

*Early warning systems include a chain of concerns, namely: understanding and mapping the hazard; monitoring and forecasting impending events; processing and disseminating understandable warnings to*

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<sup>18</sup> From: International Strategy for Disaster Reduction website: [www.unisdr.org/eng/library/lib-terminology-eng-p.htm](http://www.unisdr.org/eng/library/lib-terminology-eng-p.htm)

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*political authorities and the population, and undertaking appropriate and timely actions in response to the warnings.*

**El Niño-southern oscillation (ENSO):** A complex interaction of the tropical Pacific Ocean and the global atmosphere that results in irregularly occurring episodes of changed ocean and weather patterns in many parts of the world, often with significant impacts, such as altered marine habitats, rainfall changes, floods, droughts, and changes in storm patterns.

**Emergency management:** The organization and management of resources and responsibilities for dealing with all aspects of emergencies, in particularly preparedness, response and rehabilitation.

*Emergency management involves plans, structures and arrangements established to engage the normal endeavours of government, voluntary and private agencies in a comprehensive and coordinated way to respond to the whole spectrum of emergency needs. This is also known as disaster management*

**Geological hazard:** Natural earth processes or phenomena that may cause the loss of life or injury, property damage, social and economic disruption or environmental degradation.

**Geographic information systems (GIS):** Analysis that combine relational databases with spatial interpretation and outputs often in form of maps. A more elaborate definition is that of computer programmes for capturing, storing, checking, integrating, analysing and displaying data about the earth that is spatially referenced.

**Hazard:** A potentially damaging physical event, phenomenon or human activity that may cause the loss of life or injury, property damage, social and economic disruption or environmental degradation. *Each hazard is characterised by its location, intensity, frequency and probability.*

**Hazard analysis:** Identification, studies and monitoring of any hazard to determine its potential, origin, characteristics and behaviour.

**Hydro-meteorological hazards:** Natural processes or phenomena of atmospheric, hydrological or oceanographic nature, which may cause the loss of life or injury, property damage, social and economic disruption or environmental degradation.

*Hydrometeorological hazards include: floods, debris and mud floods; tropical cyclones, storm surges, thunder/hailstorms, rain and wind storms, blizzards and other severe storms; drought, desertification, wild fires, temperature extremes, sand or dust storms; permafrost and snow or ice avalanches. Hydrometeorological hazards can be single, sequential or combined in their origin and effects.*

**Mainstreaming** “.....the process of assessing the implications of disaster risk on any planned development action - from the policy to the program implementation – in all practice areas and at all levels. This process enables the incorporation of risk reduction concerns and experiences as an integral dimension of the design, implementation, monitoring and evaluation of UNDP policies and programs.” *This process that enables actors to address and manage the root causes of risk (vulnerability, hazards and lack of capacity) in an effective and sustained manner through their development and humanitarian actions. This means integrating risk reduction measures into development and humanitarian programmes – also using outcomes of risk assessment for decision making in the humanitarian and development arena.*

**Mitigation:** Structural and non-structural measures undertaken to limit the adverse impact of natural hazards, environmental degradation and technological hazards.

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**Natural hazards:** Natural processes or phenomena occurring in the biosphere that may constitute a damaging event. *Natural hazards can be classified by origin namely: geological, hydrometeorological or biological*

**Preparedness:** Activities and measures taken in advance to ensure effective response to the impact of hazards, including the issuance of timely and effective early warnings and the temporary evacuation of people and property from threatened locations

**Prevention:** Activities to provide outright avoidance of the adverse impact of hazards and means to minimize related environmental, technological and biological disasters.

*Depending on social and technical feasibility and cost/benefit considerations, investing in preventive measures is justified in areas frequently affected by disasters. In the context of public awareness and education, related to disaster risk reduction changing attitudes and behaviour contribute to promoting a "culture of prevention".*

**Recovery:** Decisions and actions taken after a disaster with a view to restoring or improving the pre-disaster living conditions of the stricken community, while encouraging and facilitating necessary adjustments to reduce disaster risk.

*Recovery (rehabilitation and reconstruction) affords an opportunity to develop and apply disaster risk reduction measures.*

**Relief / response:** The provision of assistance or intervention during or immediately after a disaster to meet the life preservation and basic subsistence needs of those people affected. It can be of an immediate, short-term, or protracted duration.

**Risk:** The probability of harmful consequences, or expected losses (deaths, injuries, property, livelihoods, economic activity disrupted or environment damaged) resulting from interactions between natural or human-induced hazards and vulnerable conditions.

*Conventionally risk is expressed by the notation*

*Risk = Hazards x Vulnerability. Some disciplines also include the concept of exposure to refer particularly to the physical aspects of vulnerability.*

*Beyond expressing a possibility of physical harm, it is crucial to recognize that risks are inherent or can be created or exist within social systems. It is important to consider the social contexts in which risks occur and that people therefore do not necessarily share the same*

**Risk assessment/analysis:** A methodology to determine the nature and extent of risk by analysing potential hazards and evaluating existing conditions of vulnerability that could pose a potential threat or harm to people, property, livelihoods and the environment on which they depend.

*The process of conducting a risk assessment is based on a review of both the technical features of hazards such as their location, intensity, frequency and probability; and also the analysis of the physical, social, economic and environmental dimensions of vulnerability and exposure, while taking particular account of the coping capabilities pertinent to the risk scenarios.*

**Sustainable development:** Development that meets the needs of the present without compromising the ability of future generations to meet their own needs. It contains within it two key concepts: the concept of "needs", in particular the essential needs of the world's poor, to which overriding priority should be given; and

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the idea of limitations imposed by the state of technology and social organization on the environment's ability to meet present and the future needs. (Brundtland Commission, 1987).

*Sustainable development is based on socio-cultural development, political stability and decorum, economic growth and ecosystem protection, which all relate to disaster risk*

**Technological hazards:** Danger originating from technological or industrial accidents, dangerous procedures, infrastructure failures or certain human activities, which may cause the loss of life or injury, property damage, social and economic disruption or environmental degradation.

*Some examples: industrial pollution, nuclear activities and radioactivity, toxic wastes, dam failures; transport, industrial or technological accidents (explosions, fires, spills).*

**Vulnerability:** The conditions determined by physical, social, economic, and environmental factors or processes, which increase the susceptibility of a community to the impact of hazards.

*For positive factors, which increase the ability of people to cope with hazards, see definition of capacity.*

# FINAL DRAFT

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